MPFR Data Entry Page

1. "Transfer From" Facility Information

Type of Distribution Consolidated: Originating

Facility Name & Type: Eugene OR P&DC Street Address: 3148 Gateway Street

City: Springfield

State: OR 5D Facility ZIP Code: 97475

Retail & Delivery District: ID-MT-OR

Retail & Delivery Area: WestPac

Finance Number:

Current 3D ZIP Code(s): 974 Miles to Gaining Facility: 117 **Processing Region:** Western

Processing Division: Pacific Northwest Postmaster or Plant Manager: Robert English Sr. Division Director: John DiPeri

"Transfer To" Facility Information

Facility Name & Type: Portland OR RPDC

Street Address: 7007 NE Cornfoot Road

City: Portland

State: OR 5D Facility ZIP Code: 97218 Retail & Delivery District: ID-MT-OR Retail & Delivery Area: WestPac

Finance Number:

Current 3D ZIP Code(s): 970-973, 977, 978, 986

Processing Region: Western

Processing Division: Pacific Northwest Plant Manager: Brian Gaines Sr. Division Director: John DiPeri

3. Background Information

Start of Study: Jul-12-2023

Date Range of Data: Jul-01-2022

Jun-30-2023

Bargaining Unit Hours per Year: 1750

EAS Hours per Year: 1840

4. Other Information

Todd Hawkins Regional Vice President: Vice President, Proc & Maint Ops: Mike L Barber

Division Coordinator:

HQ MPFR Coordinator:

v03: 8/15/2023

MPFR Approval Signatures

Transfer From Facility Name and Type:	Eugene OR P&DC	
Facility ZIP Code: Finance Number:	97475	
Current SCF ZIP Code(s):	974	
Type of Distribution Consolidated:	Originating	
Trainsfer To Facility Name and Type:	Portland OR RPDC	
Facility ZIP Code:	97218	
Finance Number: Current SCF ZIP Code(s):	970-973, 977, 978, 986	
	710 710 711 710 700	
	owledge that I am accountable for respecting and supporting telating to compliance with contracting, complement, or similar our customers.	
TRANSFER FROM FACILITY:	JAMAN.	
Postmaster or Plant Manager:	E-SIGNED by Robert.C English	2022 00 24 00 42:27 CDT
Robert English	on 2023-08-24 09:42:37 CDT	2023-08-24 09:42:37 CDT
Printed Name	Signature	Date
Sr. Division Director:	E-SIGNED by John.J Diperi on 2023-08-24 12:28:13 CDT	2023-08-24 12:28:13 CDT
John DiPeri	011 2023-00-24 12.20.13 CD1	
Printed Name	Signature	Date
TRANSFER TO FACILITY:		
Plant Manager:	E-SIGNED by Brian.C Gaines	0000 00 04 40 40 00 ODT
Brian Gaines	on 2023-08-24 12:16:09 CDT	2023-08-24 12:16:09 CDT
Printed Name	Signature	Date
Sr. Division Director: John DiPeri	E-SIGNED by John.J Diperi on 2023-08-24 12:28:22 CDT	2023-08-24 12:28:22 CDT
Printed Name	Signature	Date
REGION:	يهمو	
Regional Vice President:	E-SIGNED by Todd.S Hawkins	2023-08-25 11:44:59 CDT
Todd Hawkins	on 2023-08-25 11:44:59 CDT	
Printed Name	Signature	Date
HEADQUARTERS:		
	٠	
Vice President, Proc & Maint Ops:	E-SIGNED by Michael.L Barber on 2023-08-25 11:45:30 CDT	2023-08-25 11:45:30 CDT
Mike L Barber		
Printed Name	Signature	Date
Comments: _		

Executive Summary

Transfer From Facility Name and Type: Eugene OR P&DC

Street Address: 3148 Gateway Street

City, State: Eugene OR

Current 3D ZIP Code(s): 974

Type of Distribution to Consolidate: Originating Miles to Gaining Facility: 117

Transfer To Facility Name and Type: Portland OR RPDC

Current 3D ZIP Code(s): 970-973, 977, 978, 986

Summary of MPFR Analysis

Savings/Costs

Mail Processing Craft Workhour Savings = \$360K - \$480K From Processing Tab

Management Workhour Savings = \$0 From Management Complement Ta

Transportation Savings = \$1.6M - \$2.1M From Logistics Tab

Maintenance Savings = \$2.1M - \$2.8M From Site A Maintenance Tab

Space Savings = \$0

Total Annual Savings = \$4.0M - \$5.4M

Total One-Time Costs = \$380K From One-Time Costs Tab

Total First Year Savings = \$3.6M - \$5.0M

Staffing Positions

Net Craft Position Loss = 36 From Craft Complement Tab

Net Management Position Loss = 0 From Management Complement Tab

Service Standard Impacts

There will be no changes to Service Standards due to this MPFR.

There will be an expected 125 Origin/Destinating Pairs that will receive service performance upgrades and no service performance downgrades.

Summary Narrative

Background

The Eugene OR P&DC is a postal owned facility that processes originating and destinating volumes for the service area of SCF 974. The Eugene facility is 148,064 square feet. The Eugene OR P&DC is located 117 miles from the Portland OR P&DC, soon to become Portland Regional Processing and Distribution Center (RPDC), approximately 1 hour 56 minutes via interstate highways. The Mail Processing Facility Review (MPFR) proposal to move originating mail from Eugene OR P&DC to Portland OR RPDC was announced on 7/12/2023 under the Delivering for America plan, which includes strategies for the development of a mail processing network that enables more precise, efficient, and reliable service. By using best-in-class logistics practices, the Postal Service is driving efficiency and service performance improvement to fuel revenue growth and customer retention. The proposal also includes transferring the destinating volumes of SCFs 973 and 977 from Portland to Eugene.

Facility Future

The Eugene facility is <u>not</u> closing and will remain open and be modernized as a Local Processing Center.

Customer Service Impacts

Retail and business mail acceptance services currently provided at the Eugene facility would not change due to the MPFR implementation. A local postmark is still available at the retail service counter. The co-located Gateway Postal store is the nearest retail services location with services expected to remain unchanged.

There are no changes to collection box times.

Service Standard Impacts

There will be no changes to Service Standards due to this MPFR. There will be an expected 125 Origin/Destinating Pairs that will receive service performance upgrades and no service performance downgrades.

Local Workforce Impact

There will be no career layoffs as part of this initiative. The Postal Service is a responsible employer and will be working closely with the unions and management associations to work through this initiative. The Postal Service will follow requirements of the collective bargaining agreements where they apply and all applicable postal policies.

Financial Summary

The annual baseline for the MPFR study represents the period of July 1, 2022, through June 30, 2023.

The MPFR shows an estimated annual savings between \$4.0M and \$5.4M. There are projected one-time costs of \$380K associated with this MPFR.

Savings / Costs

Mail Processing Craft Workhour Savings	=	\$360K - \$480K
Management Workhour Savings	=	\$0
Transportation Savings	=	\$1.6M - \$2.1M
Maintenance Savings	=	\$2.1M - \$2.8M
Space Savings	=	\$0
Total Annual Savings	=	\$4.0M - \$5.4M
Total One-Time Costs	=	\$380K
Total First Year Savings	=	\$3.6M - \$5.0M

Mail Processing

The MPFR identified a net reduction of 8 craft positions and no management positions. Organizational Design will determine the future Portland RPDC Management staffing.

Craft Staffing Impacts											
LPC Impacts	F1	Maint	Total	RPDC Impacts	F1	Maint	Total	Net Impacts	Net F1	Net Maint	Net Total
Eugene	Eugene -13 -1 -14 Portland RPDC 5 -27 -22 LPC/RPDC Total -8 -28 -36										

	Management Staffing Impacts										
LPC Impacts F1 Maint Total RPDC Impacts F1 Maint Total Net Impacts Net							Net F1	Net Maint	Net Total		
Eugene	0	0	0	Portland RPDC	0	0	0	LPC/RPDC Total	0	0	0

Maintenance

The MPFR is projecting an annual maintenance savings due to supporting different equipment sets. The MPFR identified reductions of 1 craft position at Eugene and 27 craft positions at Portland. Maintenance staffing packages will be performed after implementation of this MPFR to determine actual impacts.

Transportation

Transportation supporting the Eugene MPFR study contains only HCR service. The MPFR shows an annual savings due to modifying and eliminating existing HCR routes and PVS trips as necessary. The MPFR has identified no transportation staffing impacts at this time.

*Other Current Initiatives

The Portland RPDC project also includes moving some or all mail processing operations from other facilities including Medford P&DC.

Space Impacts and One-Time Costs

There are proposed one-time costs of \$380K due to equipment relocation for this MPFR. Any space in Eugene made available due to the transfer of operations to the Portland RPDC would be evaluated for future utilization.

Conclusion

The Eugene facility will remain open and be modernized as a Local Processing Center. There will be no career layoffs as part of this initiative.

The Eugene to Portland RPDC MPFR projects a first-year savings between \$3.6M and \$5.0M with a proposed one-time cost of \$380K. The projected total annual savings is between \$4.0M and \$5.4M.

This go-forward plan for the Eugene facility will help USPS achieve the core goals of our Delivering for America plan: financial sustainability for our organization and improved service reliability for our customers.

Map of Service Areas



970-973, 977-978, 986 Portland

974 Eugene

Craft Complement

				Craft	St	affin	g Im	pacts			
LPC Impacts	F1	Maint	Total	RPDC Impacts	F1	Maint	Total	Net Impacts	Net F1	Net Maint	Net Total
Eugene	-13	-1	-14	Portland RPDC	5	-27	-22	LPC/RPDC Total	-8	-28	-36

Craft Career Impact (Losing Site)								
LPC Impacts	F1 Impact (Losing site)	F1 Pre-career On-rolls	F1 Career Impact Less Pre-Career	-	Updated Career Craft Impact			
Eugene	-13	16	0*	-1	-1			

Management Complement

OM to Payroll Staffing Condition Report

Run Date: 07/13/23

	SAP Organizational Management Data		Payroll Form 50 Data			
				Variance		
Occupation		Total	On Rolls	On Rolls -		
Series/Code	Title	Authorized	Count	Authorized	Func	LDC
402850	EUGENE OR P&DC					
23020038	PLANT MANAGER	1	1	0	8	80
23150087	MGR DISTRIBUTION OPERATIONS (SDA)	3	3	0	1	10
16407040	MGR MAINTENANCE	1	1	0	3B	35
23150106	PROCESSING SUPPORT SPECIALIST	2	2	0	0	8
23150066	SUPV DISTRIBUTION OPERATIONS	4	3	-1	1	10
23550010	SUPV MAINTENANCE OPERATIONS	3	3	0	3B	35
23550022	SUPV MAINTENANCE SUPPORT	1	1	0	3B	35
Cost Center	Total	15	14	-1		

Future EAS Staffing	

Occupation		Total		
Series/Code	Title	Authorized	Func	LDC
402850	EUGENE OR P&DC			
23020038	PLANT MANAGER	1	8	80
23150087	MGR DISTRIBUTION OPERATIONS (SDA)	3	1	10
16407040	MGR MAINTENANCE	1	3B	35
23150106	PROCESSING SUPPORT SPECIALIST	2	0	8
23150066	SUPV DISTRIBUTION OPERATIONS	4	1	10
23550010	SUPV MAINTENANCE OPERATIONS	3	3B	35
23550022	SUPV MAINTENANCE SUPPORT	1	3B	35
Cost Center	Total	15		

Summary

	Net Mgmt Impacts	Management Savings \$
F0	0	\$0
F1	0	\$0
F3B	0	\$0
Total	0	\$0
Estimate	ed Savings Range	\$0

Function	Hourly Rate		Management Staffing Impacts										
F0		LPC Impacts	F1	Maint	Total	RPDC Impacts	F1	Maint	Total	Net Impacts	Net F1	Net Maint	Net Total
F1		Eugene	0	0	0	Portland RPDC	0	0	0	LPC/RPDC Total	0	0	0
F3B													

Service Standard Impacts

Notes: There will be no changes to Service Standards due to this MPFR.

There will be an expected 125 Origin/Destinating Pairs that will receive service performance upgrades and no service performance downgrades.

	Upgrades	Downgrades
PRI	5	(
GAL	36	(
GAH	36	(
FCM	17	(
PER	17	(
MKT	7	(
PKG	7	(
Total	125	(

MPE Inventory

Losing Facility: Eugene OR P&DC	Gaining Facility: Portland OR RPDC	

Data Extraction Date: 07/13/23

	(1)	(2)	(3)
Equipment Type	Current Number	Proposed Number	Difference
ADUS			0
AFCS			0
AFCS 200	2		(2)
AFSM100	1	1	0
APBS			0
APPS			0
CIOSS			0
DBCS	6	12	6
DIOSS	2	1	(1)
HOPS			0
HSTS			0
HSUS			0
LCREM	1	1	0
LCTS		1	1
LCUS	1		(1)
PSM			0
RCS			0
SIPS			0
SPSS	1		(1)
USS			0
PIV	•		0
(enter as needed)			0
(enter as needed)			0
(enter as needed)			0

	(4)	(5)	(6)	(7)	(8)
Equipment Type	Current Number	Proposed Number	Difference	Excess Equipment	Relocation Costs
ADUS			0	0	
AFCS			0	0	
AFCS 200	6	6	0	2	
AFSM100	3	3	0	0	
APBS	1	1	0	0	
APPS			0	0	
CIOSS	2	2	0	0	
DBCS	35	27	(8)	2	\$165,750
DIOSS	5	5	0	1	
HOPS			0	0	
HSTS		1	1	(1)	
HSUS			0	0	
LCREM	1	1	0	0	
LCTS	2	1	(1)	0	\$216,000
LCUS			0	1	
PSM			0	0	
RCS			0	0	
SIPS	1	1	0	0	
SPSS			0	1	
USS	1	1	0	0	
PIV			0	0	
MaRS			0	0	
FRS			0	0	
EPPS	1	1	0	0	

\$381,75

Mail Process	sing Equipment Relocation Costs from Losing to Gaining Facility:	\$381,750	(This number is carried forward to One-Time Costs)
(9) Notes:	One-time costs include 6 additional DBCSs and 1 LCTS for processing SCFs 973 and 97	7 in Eugene from Portland	

Customer Service Analysis

Transfe	r From Facility:	Eugene OR F	P&DC				_			
	5-Digit ZIP Code:	974								
	Extraction Date:									
Date	Extraction Date.	07/13/23								
		ſ	3-Digit ZIP Co	de: 974	3-Digit ZIP Co	de:	3-Digit ZIP Co	ode:	3-Digit ZIP Co	de:
			Curi		Curr			rent	Curi	
1. Collection	Points		Mon Fri.	Sat.	Mon Fri.	Sat.	Mon Fri.	Sat.	Mon Fri.	Sat.
	Number picked u	up before 1 p.m.	71	112						
	Number picked up be		159	70						
	Number picked	d up after 5 p.m.	11	0						
	Total Number of C	Collection Points	241	182						
2. How many collection boxes are designated for "local delivery"? 3. How many "local delivery" boxes will be removed as a result of MPFR? 0 0										
-	_		110464 43 4 16.	Suit Of Mil 1 IX	•	0	1			
4. Delivery Pe	erformance Report	t I	Quarter/FY	Percent	7					
	% Carriers return	ning after 1700	QTR4/FY22	42.0%	1					
		Ü	QTR1/FY23	53.0%						
			QTR2/FY23	40.0%						
			QTR3/FY23	37.0%						
5. Retail Unit	Inside Losing Fac	ility (Window S	Service Times)		_	6.	Business (Bu	ılk) Mail Acc	eptance Hours	
	Currer		Propo				Cur	rent	Proposed	
	Start	End	Start	End			Start	End	Start	End
Monday	9:00	18:30	9:00	18:30]	Monday		18:30	11:00	18:30
Tuesday	9:00	18:30	9:00	18:30		Tuesday		18:30	11:00	18:30
Wednesday	9:00	18:30	9:00	18:30		Wednesday		18:30	11:00	18:30
Thursday	9:00	18:30	9:00	18:30		Thursday		18:30	11:00	18:30
Friday	9:00	18:30	9:00	18:30		Friday		18:30	11:00	18:30
Saturday	Closed	Closed	Closed	Closed	j	Saturday	Closed	Closed	Closed	Closed
7. Can custor	ners obtain a loca	l postmark in a	ccordance wi	th applicable	policies in the	Postal Opera	tions Manual	?	Y	es
8. Notes:										
Trans	fer To Facility:	Portland OR	RPDC							
	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	T OTTIGITE OTT	111 00				=			
9. What postr	nark will be printe	d on collection	mail?							
•	•		Line 1							
			Line 2				_			
			-				_			

One-Time Costs

MPE Relocation Costs \$381,750

Building Modifications

Prep on Workroom Floor

Employee Relocation

Total \$381,750

Estimated One-Time Cost \$380K

Processing

CURRENT FUTURE

EUGENE	OR P&DC				EUGEN	E OR P&DC				105%	Ī						115%			
Mail Mix	Total Workload Content	Total Workhour	Efficiency Index	FTEs	Mail Mix	Total Workload Content	Total Workhour	Efficienc y Index	Mail Mix	5% EI Improvement @ Current Facility	Remainin g Volume @ 5% Improve ment	FTEs @ 5%	Volume Moving	Current WH	WH = FTEs	15% El Improvement @ Gaining Facility	15% EI WH Improvemen t @ Gaining Facility	15% EI Improvemen t WH = FTEs @ Gaining Facility	New Facility Change	\$ Savings
Letters			7,273	39	Letters			7,826	Letters	7,637		87	(49,491,369)			7,637	(6,480)	(51)	2	\$ 151,557
Flats			8,186	11	Flats			8,221	Flats	8,595		24	(14,212,680)			8,595	(1,654)	(13)	1	\$ 75,779
Packages			4,459	60	Packages				Packages	4,682		-	34,248,950			5,128	6,678	52	(8)	\$ (606,228)
Other			1,297	41	Other			286	Other	1,362		13	4,400,029			1,492	2,949	23	(3)	\$ (227,336)
Grand Total			4,611	151	Grand Total			5,110	Grand Total			125	(25,055,070)			5,303	1,494	11	(8)	\$ (606,228)

Site A Maintenance - Eugene

MACHINE Future	Count	Current MPE			Current eWHEP Authorized				
AFSM100	1	1	SITE	LDC 35	LDC 36	LDC 37	LDC 38	LDC 39	Grand Total
ATU	1		Eugene OR PDC	5	21	2	19	1	48
DBCS	10	6	-					•	
DIOSS	1	2							
LCREM	1				Current Cost				
LCTS	1		SITE	LDC 35	LDC 36	LDC 37	LDC 38	LDC 39	Grand Total
MSA	5		Eugene OR PDC	\$754,591	\$2,633,741	\$253,043	\$1,909,308	\$113,256	\$5,663,938
MSWYB	1								
PSS	3		Total Maintenance Craft x 1783 Hrs x LDC Labor Rate	\$4,909,348					
AFCS200	•	2	Total Maintenance EAS x 1799 Hrs x LDC Labor Rate	\$754,591					
			Total Annual Cost	\$5,663,938					

LDC	Current Work Hrs	Future Work Hrs	Work Hrs Delta	FTE Delta	Estimated Cost
35			0	0	\$0
36			-3566	-2	(\$250,832)
37			0	0	\$0
38			0	0	\$0
39			1783	1	\$113,256
Grand Total			-1783	-1	(\$137,576)

March Volumes

Daily Cancelations 38,000
Daily Outgoing 80,000
Losing 2 AFCS200s

DPS to Eugene from Portland 665,515

Employee reduction at Portland (SCFs 973, 977) *

FTE	Machine
N/A	AFCS200
N/A	DBCS
	Total

 Future

 SITE
 LDC 35
 LDC 36
 LDC 37
 LDC 38
 LDC 39
 Grand Total

 Eugene OR LPC
 5
 19
 2
 19
 2
 47

Future Cost									
Fugene OR LPC	\$754.591	\$2,382,908	\$253,043	\$1,909,308	\$226.512	\$5,526,362			

Total Maintenance Craft x 1783 Hrs x LDC Labor Rate	\$4,771,772
Total Maintenance EAS x 1799 Hrs x LDC Labor Rate	\$754,591
Total Annual Cost	\$5,526,362

Savings at Portland due to SCFs 973, 977 moving to Supplies Eugene Net Savings Savings Savings Maintenance Craft Work Hour Savings \$137,576 \$3,374,078 \$3,511,654 \$0 \$0 Maintenance EAS Work Hour Savings \$0 Total Annual Savings \$137,576 \$3,374,078 \$3,511,654

Total Employee Reduction	-1	-27	-28
¢¢¢/ETE	(\$127 E76 20)	(0405.440.04)	

Estimated Savings Range \$2.1M - \$2.8M

Note:

Calculation include projected Operational Maintenance hours, 2A - Miscellaneous Equipment hours, 2C - Additional Requirements hour:

LDC Code	Work Hour Rate
35	
36	
37	
38	
39	

Site B Maintenance - Portland

MACHINE Futu e	Count	Curren MPE
AFCS200	6	6
AFSM100	3	3
APBS	1	1
AFTL	2	
ATU	4	4
ATS	3	
CIOSS	2	2
DBCS	27	35
DIOSS	5	5
EAA	4	
EPPS	1	1
HSTS	1	0
LCREM	1	
LCTS	1	2
MSA	4	
MSWYB	13	
PSS	6	
SPSS	1	1
USS	1	1

		Current eWHEP	Authorized				
SITE	LDC 35	LDC 36	LDC 37	LDC 38	LDC 39	Grand Total	
Portland OR PDC	19	135	6	64	9	233	

		Current Cost				
SITE	LDC 35	LDC 36	LDC 37	LDC 38	LDC 39	Grand Total
Portland OR PDC	\$2,867,444	\$16,931,190	\$759,130	\$6,431,352	\$1,019,305	\$28,008,422

Total Maintenance Craft x 1783 Hrs x LDC Labor Rate	\$25,140,978
Total Maintenance EAS x 1799 Hrs x LDC Labor Rate	\$2,867,444
Total Annual Cost	\$28,008,422

	LDC	Current Work Hrs	Future Work Hrs	Work Hrs Delta	FTE Delta	Estimated Cost
ſ	35			0	0	\$0
	36			-46358	-26	-\$3,260,822
ſ	37			0	0	\$0
ſ	38			0	0	\$0
	39			-1783	-1	-\$113,256
ſ	Grand Total			-48141	-27	-\$3,374,078

		Future				
SITE	LDC 35	LDC 36	LDC 37	LDC 38	LDC 39	Grand Total
Portland OR RPDC	19	109	6	64	8	206

		Future Cost				
Portland OR RPDC	\$2,867,444	\$13,670,368	\$759,130	\$6,431,352	\$906,049	\$24,634,344

Total Maintenance Craft x 1783 Hrs x LDC Labor Rate	\$21,766,900
Total Maintenance EAS x 1799 Hrs x LDC Labor Rate	\$2,867,444
Total Annual Cost	\$24,634,344

Savings	
Maintenance Craft Work Hour Savings	\$3,374,078
Maintenance EAS Work Hour Savings	\$0
Total Annual Savings	\$3,374,078

Total Employee Reduction	-27
\$\$\$/FTE	(\$124,965.85)

Calculation include projected Operational Maintenance hours, 2A - Miscellaneous Equipment hours, 2C - Additional Requirements hours.

MaRS and Ambi Sorter - No establish PM hours. APBS PM hours were used for calculation.

IV. <u>Productive Workyear Factors</u>.
Productive workyear factors are for use in all decision analysis reports and contracting out versus in house service analyses. These factors represent the number of workhours in a workyear and are used in conjunction with the local workhour rates (which include compensation and behefits) in order to determine the cost per vorkyear.

Bargaining 1,783 hours Supervisor 1,799 hours

For productive workyear factors for specific types and levels of employees, please refer to the Workhour Rates Memo. The rates provided in the memo are fully loaded and include frings benefits, servicewide costs, and applicable lump sum payments.

The site where the latest Workhour Rates Memo is located can be accessed using the following link: https://blue.usps.gov/cape/page2.htm

DC Code	Work Hour Rate
35	
36	
37	
38	
39	

Logistics

	HCR	Contract	Annual Miles	Edit Annual Miles	RATE PER MILE	Pre-Annual Cost	Post - Annual Cost	Annual Cost Δ	Comment
Network		'97410	36186.558					-92,994	Delete
		'97011	14822.392					-57,120	Delete
		'97011	2889					-11,133	Delete
		'97011	87041.704					-335,428	Delete
		'97011	36186.558					-139,450	Delete
		975L0	103731					-283,986	
		'970M6	43610.85					-138,723	Delete
		'97011	105045.9					-404,810	Delete
		'970M6	43610.85					-138,723	Delete
		'97011	74564.403					-287,345	Delete
		'97011	36913.926					-142,253	Delete
		'97011	73921.828					-284,869	Delete
		'97011	14889.485					-57,379	Delete
		'97011	14910.129					-57,458	Delete
		'97011	43136.025					-166,231	Delete
		Total						-2,597,904	
			-					_	
						\$ -	\$ -	\$ -	

Estimated Savings Range \$1.6M - \$2.1M